

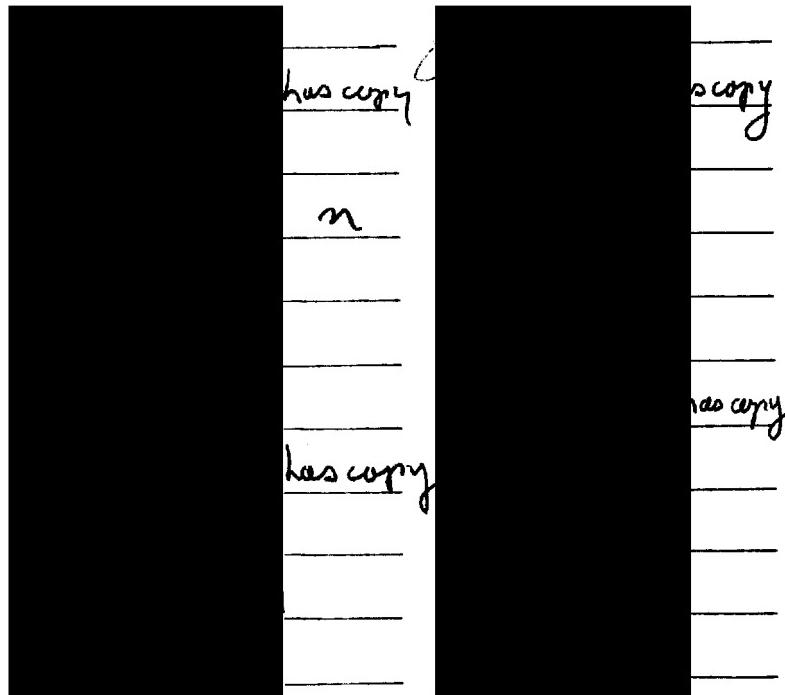
Approved For Release 2001/12/04 : CIA-RDP83M00171R002100090005-1

LOG NO.: 7127

DATE OF ITEM: 8/5 DATE RECEIVED: 7/7

D/PAO COMMENTS:

25X1A



25X1A

DISPOSITION:

FILE: to me

ACTION: _____

COORDINATE WITH: _____

SUSPENSE DATE: _____

EA/PAO COMMENTS:

DESTROY

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5 September 1979

1. The "issues" with which we deal can be categorized in at least several ways. Generically, they can be divided into speculation, investment, and insurance categories. Issues also can be defined in threshold terms; so many dollars, so many people, etc. A further category would be cross-program issues; SAFE, NFIP/IRA, [REDACTED] etc. Lastly, there are issues generated outside of the Intelligence Community proper. The PRC(I), the NSC, and the Congress would be the principal sources of externally generated issues. Whatever the issues, and however they are categorized, "issues" are, by definition, to be addressed, with decisions to be made either by you or the DCI. (S)

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2. I am convinced that it is in our interest to consider how issues should be addressed. The resources of RMS and CTS, though strong, are limited. We should try to employ these resources to their greatest comparative advantage. Our comparative advantage might be defined as our relative competence (analytic skill, knowledge, objectivity, and understanding of the Intelligence Community) vis-a-vis other elements of the Community concerned with any given issue. (U)

3. Let me illustrate how certain issues might be handled:

a. Single Program Issues. An issue like HF Modernization might have been handled by directing NSA to conduct a study under terms of reference provided by RMS. Several in-progress reviews of the study could be conducted by RMS to ensure that such a study is on track. This would be a more efficient utilization of RMS resources than a separate study by PAO and would permit a wider range of issues to be addressed.

b. Cross-Program Issues. RMS/CTS can and should take the lead in studies with directed participation by concerned program managers. Several issues seem to have evolved this way--SAFE, [REDACTED] Several others, such as the NFIP rectification and [REDACTED] could have benefited from such an approach at the outset.

ORIGINAL CL BY 701725

ORIGINAL SEE BY _____
FIRECLERK BOSTON 5 Sept 1985

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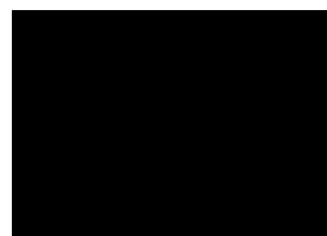
**EXHIBIT
E**

SUBJECT: An Approach to Issues

c. Non-Programmatic Concerns. A third set of issues, or better stated, a third set of concerns, would deal with policy and the procedural and organizational aspects of the Intelligence Community which bear on the utility, quality, effectiveness, and efficiency of intelligence activities. These concerns would encompass those broader interests expressed by the DCI in his "forest" image. I believe the RMS/CTS comparative advantage to be high in this area. We are uniquely positioned to respond and in some cases exploit congressional directives that the Community examine these "big picture" issues. It is also the area in which contract studies would be most productive. In contrast to the first two categories which have, for the most part, direct programmatic implications, these studies would not have to be related to the program cycle although it is likely that program issues would be a consequence of these efforts. [REDACTED] crisis management, utility of intelligence product to the various consumers, redundancy (product and publication) are illustrative of some of these concerns. (S)

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4. Our ability to achieve the ultimate objective of the improvement of the utility and quality of national intelligence is surely a function of how well we organize and focus our own resources. Perhaps these thoughts can contribute to this end. (U)



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SUBJECT: An Approach to Issues (U)

Distribution:

Original - Addressee
1 - PBO
1 - PAO
1 - IRO
1 - CLL0
1 - PGO Chrono
1 - PGO Subj

<u>Study</u>	<u>Expected Value</u>	<u>RMS Relevancy</u>	<u>Type Study</u>	<u>Level of Interest</u>	<u>Other</u>
1. Manpower & Training	Likely to produce new analytic insights.		Potential budget review issue for FY 1982.	RM Type study	Possible DCI interest
2. R & D	Likely to influence decision(s).		Potential cross-program review issue for FY 1983.	CT Type study	Possible D/DCI/RM Interest
3. ICF + Intell. Budget	High intelligence payoff (in cash)		Potential program review issue for FY 1983.	CT/RM Type Study	Past OMB/NSC Interest
4. Incremental Values	High intelligence payoff (in political sensitivity).		Explicits previous PAO initiative(s).	CMG Type Study	Past Congressional Interest
5. Funding of Intell. Systems		Potential budget review issue for FY 1982.	Guidance Type Study	Done Before/Well Studied Topic	
6. DCID 1/2 Activities		Potential cross-program review issue for FY 1983.	External Research	Recommend no further consideration	
7. Common Supply Concentrator					
8. PAO Mgt. Info Syst					
9. RMS Budget Ranking					
10. Covert Comms					

1 Dupl of Imagery Expl
 2 Exploitation/Collection Flex
 3 Softcopy utility study
 4 Telephony Processing
 5 PI Rpt
 6 Duplication/Redundancy of Linguist
 7 Linguist Rpt
 8 Link Support

combine

1 Dupl of Imagery Expl
 2 Exploitation/Collection Flex
 3 Softcopy utility study
 4 Telephony Processing
 5 PI Rpt
 6 Duplication/Redundancy of Linguist
 7 Linguist Rpt
 8 Link Support

combine

Study

Likely to produce new analytic insights.
Likely to influence decision(s).

Potential budget review issue for FY 1982.
Potential cross-program review issue for FY 1983.

Potential program review issue for FY 1983.
Exploits previous PAO initiative(s).

RM Type study
CT Type study
CT/RM Type Study

CWG Type Study

Guidance Type Study

External Research

Possible DCI Interest
Possible D/DCI/RM Interest

Past OMB/NSC Interest

Past Congressional Interest

Done Before/Well Studied Topic
Recommend no further consideration

<u>Study</u>	<u>Expected Value</u>	<u>RMS Relevancy</u>	<u>Type Study</u>	<u>Level of Interest</u>	<u>Other</u>
Likely to produce new analytic insights.			Potential budget review issue for FY 1982.	RM Type study	Possible DCI interest
Likely to influence decision(s).			Potential cross-program review issue for FY 1983.	CT Type study	Possible D/DCI/RM Interest
High intelligence payoff (in cash)			Potential program review issue for FY 1983.	CT/RM Type Study	Past OMB/NSC Interest
High intelligence payoff (in political sensitivity).			Exploits previous PAO initiative(s).	CWG Type Study	Past Congressional Interest
				Guidance Type Study	
				External Research	
					Done Before/Well Studied Topic
					Recommend no further consideration

SILENT

Study	Expected Value	Task Relevance	Type Study	Level of Interest	Other
Likely to produce new analytic insights.	✓				
Likely to influence decision(s).	✓				
High intelligence payoff (in cash)		✓			
High intelligence payoff (in political sensitivity).		✓			
Potential budget review issue for FY 1983.					
Potential cross-program review issue for FY 1983.					
Potential program review issue for FY 1983.					
Explicit previous PAO initiative(s).					
			RM Type study		
			CT Type study		
			CT/RM Type Study		
			CWG Type Study		
			Guidance Type Study		
			External Research		
				Possible DCI interest	
				Possible DDCI, RM Interest	
				Past OMB/NSC Interest	
				Past Congressional Interest	
				Done Before/We 1 Studied Topic	
				Recommend no further consideration	

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Study

Likely to produce new analytic insights.
Likely to influence decision(s).
High intelligence payoff (in cash)
High intelligence payoff (in political sensitivity).

Potential budget review issue for FY 1982
Potential cross-program review issue for FY 1983.
Potential program review issue for FY 1983.
Explicits previous PAO initiative(s).

RM Type study
CT Type study
CT/RM Type Study
CMG Type Study
Guidance Type Study
External Research

Possible DCI interest
Possible D/DCI/RM Interest
Past ORB/NSC Interest
Past Congressional Interest

Done Before/Well Studied Topic
Recommend no further consideration

I agree

Study

- Likely to produce new analytic insights.
- Likely to influence decision(s).
- High intelligence payoff (in cash)
- High intelligence payoff (in political sensitivity).

- Potential budget review issue for FY 1982
- Potential cross-program review issue for FY 1983.
- Potential program review issue for FY 1983.
- Explicits previous PAO initiative(s).

- | | |
|------------------------------------|---|
| RM Type study | ✓ |
| CT Type study | ✓ |
| CT/RM Type Study | ✓ |
| CMG Type Study | ✓ |
| Guidance Type Study | ✓ |
| External Research | ✓ |
| Possible DCI interest | ✓ |
| Possible D/DCI/RM Interest | ✓ |
| Past OMB/NSC Interest | ✓ |
| Past Congressional Interest | ✓ |
| Done Before/Well Studied Topic | ✓ |
| Recommend no further consideration | ✓ |

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Mullett

Study

Likely to produce new analytic insights
Likely to influence decision(s).
High intelligence payoff (in cash)
High intelligence payoff (in political sensitivity).

Potential budget review issue for FY 1983
Potential cross-program review issue for FY 1983.
Potential program review issue for FY 1983.
Explicits previous PAO initiative(s).

RM Type study
CT Type study
CT/RM Type Study
CMG Type Study
Guidance Type Study
External Research

Possible DCI interest
Possible D/DCI/R Interest
Past OMB/NSC Interest
Past Congressional Interest

Done Before/Well Studied Topic
Recommend no further consideration

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Study

likely to produce new analytic insights.

Likely to influence decision(s).

High intelligence payoff (in cash)

High intelligence payoff (in political sensitivity).

Potential budget review issue for FY 1983.

Potential cross-program review issue for FY 1983.

Potential program review issue for FY 1983.

Exploits previous PAO initiative(s).

RM Type study

CT Type study

CT/RM Type Study

CMG Type Study

Guidance Type Study

External Research

Possible DCI interest

Possible D/DCI/3M Interest

Past OMB/NSC Interest

Past Congressional Interest

Done Before/Well Studied Topic

Recommend no further consideration

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ZUC

Study

- Likely to produce new analytic insights.
- Likely to influence decision(s).
- ✓ High intelligence payoff (in cash)
- High intelligence payoff (in political sensitivity).

- Potential budget review issue for FY 1987
- Potential cross-program review issue for FY 1983.
- Potential program review issue for FY 1983.
- Explicits previous PAO initiative(s).

- RM Type study
- CT Type study
- CT/RM Type Study
- CWG Type Study
- Guidance Type Study
- External Research

- ✓ Possible DCI interest
- ✓ Possible D/DCI/RM Interest
- ✓ Past OMB/NSC Interest
- ✓ Past Congressional Interest

- Done Before/Well Studied Topic
- Recommend no further consideration

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Study

Likely to produce new analytic insights.	Likely to influence decision(s).	High intelligence payoff (in cash)	High intelligence payoff (in political sensitivity).
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- Potential budget review issue for FY 1982.
- Potential cross-program review issue for FY 1983.
- Potential program review issue for FY 1983.
- Exploits previous PAO initiative(s).

- RM Type study
- CT Type study
- CCT/RM Type Study
- CWG Type Study
- Guidance Type Study
- External Research

Possible DCI interest

Past Congressional Interest

Done Before/Well Studied Topic

recommend no further consideration

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Study

Likely to produce new analytic insights.
Likely to influence decision(s).
High intelligence payoff (in cash)
High intelligence payoff (in political sensitivity).

Potential budget review issue for FY 1982.
Potential cross-program review issue for FY 1983.
Potential program review issue for FY 1984.
Exploits previous PAO initiative(s).

RM Type study
CT Type study
CT/RM Type Study
CWG Type Study
Guidance Type Study
External Research

Possible DCI interest
Possible D/DCI/RM Interest
Past OMB/NSC interest
Past Congressional Interest
Done Before/Well Studied Topic
Recommend no further consideration

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Likely to produce new analytic insights.

Likely to influence decision(s).

High intelligence payoff (in cash)

High intelligence payoff (in political sensitivity).

Potential budget review issue for FY 1982

Potential cross-program review issue for FY 1983.

Potential program review issue for FY 1984

Exploits previous PAO initiative(s).

RM Type study

CT Type study

CT/RM Type Study

CWG Type Study

Guidance Type Study

External Research

Possible DCI interest

Possible D/DCI/RM Interest

Past OMB/NSC Interest

Past Congressional Interest

Done Before/Well Studied Topic

Recommend no further consideration

Basis for further X program studies on products

Study

Likely to produce new analytic insights.
Likely to influence decision(s).
High intelligence payoff (in cash)
High intelligence payoff (in political sensitivity).

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Proposed Change	RN	Review	POL	PAO	Other
	C	Potential budget review issue for FY 1982.			
	C	Potential cross-program review issue for FY 1983.			
	C	Potential program review issue for FY 1982.			
	C	Explicit(s) PAO initiative(s).			
	C	RM Type study			
	C	CT Type study			
	C	CT/RM Type Study			
	C	CNG Type Study			
	C	Guidance Type Study			
	C	External Research			
	C	Possible DCI interest			
	C	Possible D/DCI/RM Interest			
	C	Past OMB/NSC Interest			
	C	Past Congressional Interest			
	C	Done Before/Well Studied Topic			
	C	Recommend no further consideration			

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Study

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Likely to influence decision(s).
High intelligence payoff (in cash)
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Potential budget review issue for FY 1982.
Potential cross-program review issue for FY 1983.
Potential program review issue for FY 1983.
Explicit previous PAO initiative(s).

RM Type study
CT Type study
CT/RM Type Study
CMG Type Study
Guidance Type Study
External Research

Possible DCI interest
Possible D/DCI/RM Interest
Past OMB/NSC Interest
Past Congressional Interest

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[REDACTED] in coordination with PBO and HTO and under Harvey's guidance, has completed work started by [REDACTED] to examine the manning, functions, reporting (and evaluations) of seven attache posts (Djakarta, Seoul, Kinshasa, Jidda, Madrid, Warsaw and Caracas). The understanding acquired has enabled RMS/HTO to evaluate somewhat more effectively DIA's two enhanced packages for increasing Attache presence in the Caribbean region and Persian Gulf areas. Further [REDACTED] [REDACTED] which would accrue to [REDACTED]

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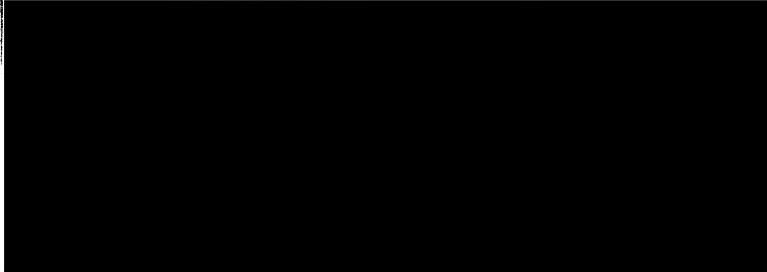
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on

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Subject

Purpose/Scope/Objective



25X1A

Linguist Shortfalls

Both the HPSCI and the SSCI are concerned at the shortage of qualified linguists in the Intelligence Community; the HPSCI has directed "the DCI together with the Secretary of Defense to develop, evaluate, and submit with the fiscal year 1982 budget request a recommended program which encompasses a community-wide approach toward alleviating the linguist shortfalls." [REDACTED] supervision, is drawing up the terms of reference for this report in conjunction with the appropriate people in CIA, NSA and DoD. PAO, in coordination with PBO, PGS and HTO (in view of its Chairmanship of the Orientation and Training Advisory Group-OTAG) will oversee the preparation of the report and arrange for its transmittal via CLLS. Depending upon the conclusions of that report, PAO may wish to do a study on the supply and productivity of linguists at NSA and other intelligence agencies. Such a study would review past work on linguist supply and compensation but would focus on a review of machine translation and productivity-assisting devices, procedural changes (such as NSA's rapid translation approach for enhancing linguistic productivity), and developing estimates of the cost/effectiveness of various other alternatives for increasing linguists' productivity. Such a study would be undertaken by [REDACTED] in cooperation with the language training components of NSA, CIA, and DoD.

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Supplement to last message

This is to follow up (per DCI guidance)

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DATE 12/04/2001 BY SP/SP/SP